



IN OUR EXPERIENCE, THERE ARE

10 things we look for behind the résumé when we look for a vice-president

FOR 25 YEARS,
WE'VE DELIVERED
THE RIGHT TOP
EXECUTIVES TO
EARLY-STAGE
CLIENTS LIKE
THESE:

Force10 Networks
Iospan Wireless
Ensim Corporation
Tahoe Networks
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PolyServe
Nextance
TeraOptic Networks
Transparent Networks
Sanera Systems
Embrace Networks
Blaze Network Products
Get2Chip

PARTNERS
AND
CONSULTANTS

Lee Schweichler
Andy Price
Claudia Bluhm
Dave Mullarkey
Tom Tucker

8 traits of a good VP for an early-stage company

Self-propelled

Confident, may even project a bit
of arrogance, yet willing to
admit mistakes and learn

Needs to do something different
from what he's done before

Likes to take calculated risks

Capable of original thinking

Knows the right point
to make decisions

Strong team leader

Ready to grow

1. Able to figure things out.

Sees what is versus what should be, and
clears a path from one to the other

2. Communicates complex ideas clearly and simply

3. Adapts quickly to change

4. Fits into the team and brings new strength to it

5. Makes good decisions, at the right time

6. Accepted as a "thought leader"

Leads others, and makes them willing to be led

7. Gets things done

Drives at solutions in the most effective way, and
makes sure things actually reach conclusion

8. Sees beneath the surface of situations

Grasps what's really happening and what to do about it

9. Understands the business as a whole

Thinks beyond his functional area

10. Directs himself

Sets his own course, within the context
of company strategy



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